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ADVERTISING AND MEDIA RESEARCH

Can Advertising Copy Make FSI Coupons More Effective? FRANCE LECLERC and JOHN D.C. LITTLE, November 1997, 473–84.

Packaged goods manufacturers distribute cents-off coupons in free-standing inserts (FSIs) in newspapers. Free-standing insert coupons are typically composed of two parts: the coupon per se and a print advertisement. Using two laboratory experiments and a separate analysis of coupon measurements from scanner panels, the authors investigate whether the content of the print advertisement influences the effectiveness of the coupon. Theoretical arguments suggest that the impact on consumer attitudes will depend on the executional cues of the copy, the brand loyalty of the consumers, and the consumer's involvement with the product category. The results support the theoretical framework and suggest that it is possible to make FSI coupons more effective by choosing appropriate executional cues for their advertising copy.

Deliberate Product Definition: Customizing the Product Definition Process, G. KALYANARAM and V. KRISHNAN, May 1997, 276–85.

See "New Product Development and Launch"

A Household-Level Television Advertising Exposure Model, MAKOTO ABE, August 1997, 394–405.

The author proposes a household-level television advertising exposure model for media planning that is based on household exposure records. Consistent with the industry practice, managerial input of advertising for the model is gross rating points (GRP) for each "daypart" and week. Exposures of each household within each daypart during each week follow a Poisson process with a distinct rate, which is inferred from the household's past exposure history after accounting for the advertising intensity. Because exposure pattern is computed at the household-level, the model accounts for audience accumulation of dayparts combination, which has a considerable managerial importance in media planning. The model is shown to fit the observed exposure pattern well at both disaggregate and aggregate levels. Applications illustrate the effect of changing the level of GRP on reach and frequency and advertising efficacy of different dayparts. The author implements reallocation of the current level of GRP among dayparts using the "greedy algorithm" to improve reach.

How T.V. Advertising Works: An Industry Response, DWIGHT R. RISKEY, May 1997, 292–93.

The author provides an industry response to the award-winning "How T.V. Advertising Works" research of Lodish and colleagues (1995). It summarizes the results of 23 advertising versus no-advertising split-panel experiments conducted by Frito-Lay, Inc. over a four-year time frame, all within the snack foods category. The findings powerfully replicate and modestly extend the findings of Lodish and colleagues, demonstrating the practical utility of their conclusions.

The Long-Term Impact of Promotion and Advertising on Consumer Brand Choice, CARL F. MELA, SUNIL GUPTA, and DONALD R. LEHMANN, May 1997, 248–61.

See "Promotion"

Patterns of Affective Reactions to Advertisements: The Integration of Moment-to-Moment Responses into Overall Judgments, HANS BAUMGARTNER, MITA SUJAN, and DAN PADGETT, May 1997, 219–32.

The authors develop several hypotheses regarding the integration of moment-to-moment emotional responses into overall ad judgments, using the psychological literature dealing with people's preferences for sequences of hedonic outcomes, and they conduct three studies to test these predictions. The results of Study 1 indicate that consumers' global assessments of extended affective episodes elicited by ads are dominated by the peak emotional experience and the final moment of the series and also are correlated with the pace at which momentary affective reactions improve over time. Ad duration is only weakly related to overall ad judgments, though longer advertisements have an advantage as long as they build toward a peak emotional experience. In Study 2, the authors replicate these findings under more realistic viewing conditions and demonstrate that the results cannot be attributed solely to memory artifacts that are based on recency. Study 3 implicates adaptation as a possible explanation for the preference for delayed peaks and high ends and further explains the weak effects of ad duration by showing experimentally that longer advertisements both can enhance and depress ad judgments depending on how duration affects the peak emotional experience and the final moment.

Understanding Cooperative Advertising Participation Rates in Conventional Channels, MARK BERGEN and GEORGE JOHN, August 1997, 357–69.

Cooperative advertising plans feature prominently in marketing programs in conventional channels and make up the majority of marketing funds in some product categories. Available data show that cooperative plans vary greatly with respect to their principal feature: the participation rate offered by manufacturers (the fraction of the reseller's advertising costs that the manufacturers pick up). The authors develop two formal models are developed to study the effects of advertising "spillovers," differentiation across competing retailers, and differentiation across competing manufacturers on the participation rate. The models show that more generous participation rates are called for with less targetable media, less differentiated retailers, more differentiated brands, and more upscale products within a category. The authors sketch out a managerial decision framework that incorporates these findings and offer some suggestions for empirical research.

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ATTITUDE THEORY RESEARCH

Can Advertising Copy Make FSI Coupons More Effective? FRANCE LECLERC and JOHN D.C. LITTLE, November 1997, 473–84.
See "Advertising and Media Research"

Dimensions of Brand Personality, JENNIFER L. AAKER, August 1997, 347–56.

Although a considerable amount of research in personality psychology has been done to conceptualize human personality, identify the "Big Five" dimensions, and explore the meaning of each dimension, no parallel research has been conducted in consumer behavior on brand personality. Consequently, an understanding of the symbolic use of brands has been limited in the consumer behavior literature. In this research, the author develops a theoretical framework of the brand personality construct by determining the number and nature of dimensions of brand personality (Sincerity, Excitement, Competence, Sophistication, and Ruggedness). To measure the five brand personality dimensions, a reliable, valid, and generalizable measurement scale is created. Finally, theoretical and practical implications regarding the symbolic use of brands are discussed.

BRAND EVALUATION AND CHOICE

Attribute–Task Compatibility as a Determinant of Consumer Preference Reversals, STEPHEN M. NOWLIS and ITAMAR SIMONSON, May 1997, 205–18.
See "Decision Research"

Consideration: Review of Research and Prospects for Future Insights, JOHN H. ROBERTS and JAMES M. LATTIN, August 1997, 406–10.

The authors review the behavioral underpinnings of consideration set formation and revisit the theoretical and empirical evidence that led to them to develop an individual level model of consideration. They synthesize the research that has appeared since their 1991 article in the *Journal of Marketing Research*, examining new ideas, reviewing evolving measurement methodologies, and suggesting several areas for further research that they believe will provide additional insight into the consideration phase of the consumer decision process.

Dimensions of Brand Personality, JENNIFER L. AAKER, August 1997, 347–56.
See "Attitude Theory Research"

Information Acceleration: Validation and Lessons From the Field, GLEN L. URBAN, JOHN R. HAUSER, WILLIAM J. QUALLS, BRUCE D. WEINBERG, JONATHAN D. BOHLMANN, and ROBERTA A. CHICOS, February 1997, 143–53.
See "New Product Development and Launch"

The Long-Term Impact of Promotion and Advertising on Consumer Brand Choice, CARL F. MELA, SUNIL GUPTA, and DONALD R. LEHMANN, May 1997, 248–61.
See "Promotion"

A Parametric Multidimensional Unfolding Procedure for Incomplete Nonmetric Preference/Choice Set Data in Marketing Research, WAYNE S. DeSARBO, MARTIN R. YOUNG, and ARVIND RANGASWAMY, November 1997, 499–516.
See "Scaling Methods"

Patterns of Affective Reactions to Ads: The Integration of Moment-to-Moment Responses into Overall Judgments, HANS BAUMGARTNER, MITA SUJAN, and DAN PADGETT, May 1997, 219–32.
See "Advertising and Media Research"

Pulling the Plug to Stop the New Product Drain, WILLIAM BOULDING, RUSKIN MORGAN, and RICHARD STAELIN, February 1997, 164–76.
See "New Product Development and Launch"

Some New Methods for an Old Problem: Modeling Preference Changes and Competitive Market Structures in Pretest Market Data, ULF BÖCKENHOLT and WILLIAM R. DILLON, February 1997, 130–42.
See "New Product Development and Launch"

Surprising Robustness of the Self-Explicated Approach to Customer Preference Structure Measurement, V. SRINIVASAN and CHAN SU PARK, May 1997, 286–91.

The authors introduce customized conjoint analysis, which combines self-explicated preference structure measurement with full-profile conjoint analysis. The more important attributes for each respondent are identified first using the self-explicated approach. Full-profile conjoint analysis customized to the respondent's most important attributes then is administered. The conjoint utility function on the limited set of attributes is then combined with the self-explicated utility function on the full set of attributes. Surprisingly, the authors find that the self-explicated approach by itself yields a slightly (but not statistically significantly) higher predictive validity than does the combined approach.

BRAND MANAGEMENT

An Anatomy of a Decision-Support System for Developing and Launching Line Extensions, MORRIS A. COHEN, JEHOSHUA ELIASHBERG, and TECK H. HO, February 1997, 117–29.
See "New Product Development and Launch"

Deliberate Product Definition: Customizing the Product Definition Process, G. KALYANARAM and V. KRISHNAN, May 1997, 276–85.
See "New Product Development and Launch"

Resources for Research and Pedagogy on New Product Development Processes, VITHALA R. RAO, February 1997, 185–92.
See "New Product Development and Launch"

Some New Methods for an Old Problem: Modeling Preference Changes and Competitive Market Structures in Pretest Market Data, ULF BÖCKENHOLT and WILLIAM R. DILLON, February 1997, 130–42.
See "New Product Development and Launch"

CHANNELS OF DISTRIBUTION

Understanding Cooperative Advertising Participation Rates in Conventional Channels, MARK BERGEN and GEORGE JOHN, August 1997, 357–69.
See "Advertising and Media Research"

CHILDREN'S PURCHASE INFLUENCE

Development of Family Triadic Measures for Children's Purchase Influence, CHANKON KIM and HANJOON LEE, August 1997, 307–21.

Many past investigations of family members' perceptions of their relative influence in family decision making show a lack of convergence in multiple reports. This, in turn, represents a serious threat to validity in attempts to depict the structure of family decision influence. These studies warn against using single-item measures of family members' influence even in cases involving multiple respondents. In this study, using multiple-respondent, multiple-item data, the authors develop triadic measures of children's influence in four categories of product purchase decisions that exhibit desirable levels of convergent and discriminant validity. The process of measure development and validation demonstrates a methodology that combines the traditional measure purification process, confirmatory factor analysis, and multiple-influence, multiple-rater data analysis procedures.

CONSUMER BEHAVIOR

Attribute–Task Compatibility as a Determinant of Consumer Preference Reversals, STEPHEN M. NOWLIS and ITAMAR SIMONSON, May 1997, 205–18.
See "Decision Research"

Consideration: Review of Research and Prospects for Future Insights, JOHN H. ROBERTS and JAMES M. LATTIN, August 1997, 406–10.
See "Brand Evaluation and Choice"

Coupon Attractiveness and Coupon Proneness: A Framework for Modeling Coupon Redemption, KAPIL BAWA, SRINI S. SRINIVASAN, and RAJENDRA K. SRIVASTAVA, November 1997, 517–25.
See "Promotion"

Dimensions of Brand Personality, JENNIFER L. AAKER, August 1997, 347–56.
See "Attitude Theory Research"

Interpreting Consumers: A Hermeneutical Framework for Deriving Marketing Insights from the Texts of Consumers' Consumption Stories, CRAIG J. THOMPSON, November 1997, 438–55.
See "Qualitative Data Analysis"

Patterns of Affective Reactions to Ads: The Integration of Moment-to-Moment Responses into Overall Judgments, HANS BAUMGARTNER, MITA SUJAN, and DAN PADGETT, May 1997, 219–32.
See "Advertising and Media Research"

Rethinking Market Research: Putting People Back In, GERALD ZALTMAN, November 1997, 424–37.
Research methods are generally improved through new understandings of scientific procedure, validity, and reliability. Variations in these understandings—among knowledge communities as diverse as ethnographers, statisticians, historians, and even practitioners and researchers—yield a rich set of innovations in quantitative tools, experimental designs, data collection instruments, observational methods, sampling procedures, and interpretive frameworks. Research methods, however, must be consonant not only with the way various communities view scientific inquiry, but also with fundamental characteristics of the thought and behavior of customers and managers. Most widely used methods in marketing lack the latter consonance. The author introduces particular insights about thought and behavior from multiple disciplines as design criteria for improving research methods.

CUSTOMER SERVICE

Reliability Assessment and Optimization of Marketing Measurement, ADAM FINN and UJWAL KAYANDÉ, May 1997, 262–75.
See "Measurement"

DECISION RESEARCH

Attribute–Task Compatibility as a Determinant of Consumer Preference Reversals, STEPHEN M. NOWLIS and ITAMAR SIMONSON, May 1997, 205–18.
The authors propose that consumers' preferences are systematically affected by whether they make direct comparisons between brands (e.g., a choice task) or evaluate brands individually (e.g., purchase likelihood ratings). In particular, "comparable" attributes, which produce precise and easy-to-compute comparisons (e.g., price), tend to be relatively more important in comparison-based tasks. Conversely, "enriched" attributes (e.g., brand name), which are more difficult to compare but are often more meaningful and informative when evaluated on their own, tend to receive relatively greater weight when preferences are formed on the basis of separate evaluations of individual options. Consistent with this analysis, systematic preference reversals were observed in a series of studies, which tested the proposed explanation on the basis of attribute–task compatibility, demonstrated that the findings generalize across preference elicitation tasks and attributes that have characteristics prescribed by their theory, and examined rival accounts. The authors discuss the theoretical implications of this research and explore its consequences for the measurement of buyers' preferences and for marketers' pricing, merchandising, distribution, and communications strategies.

The Moderating Effects of Problem Characteristics on Experts' and Novices' Judgments, MARK T. SPENCE and MERRIE BRUCKS, May 1997, 233–47.
A growing body of literature suggests that experts are little if at all better than novices in terms of the quality of decision outputs. To explain this counter-intuitive finding, the authors propose a conceptual framework that focuses on initial problem structure as a key moderator of the effect of expertise on performance. Specifically, they argue that the expert–novice performance differential should be greatest at moderate levels of problem structure and weakest at both extremes. To examine this central hypothesis, the authors conducted a controlled experiment that compares experts with novices when solving a complex problem that had characteristics of a moderately ill-structured problem. Relative to novices, the authors found that experts selected fewer, but more diagnostic, information inputs and were more consistent when evaluating nonquantified inputs. As a result, they make more accurate and tightly clustered judgments than do novices, and also are more confident in their decisions. To examine the moderating influence of problem characteristics, certain task variables were manipulated to increase or decrease initial problem structure. As hypothesized, the benefits of expertise are less pronounced when solving a problem with increased initial structure.

DIFFUSION OF INNOVATIONS

Kalman Filter Estimation of New Product Diffusion Models, JINHONG XIE, X. MICHAEL SONG, MARVIN SIRBU, and QIONG WANG, August 1997, 378–93.
The authors introduce a new estimation procedure, Augmented Kalman Filter with Continuous State and Discrete Observations (AKF(C-D)), for estimating diffusion models. This method is directly applicable to differential diffusion models without imposing constraints on the model structure or the nature of the unknown parameters. It provides a systematic way to incorporate prior knowledge about the likely values of unknown parameters, and updates the estimates when new data become available. The authors compare AKF(C-D) empirically with five other estimation procedures, demonstrating AKF(C-D)'s superior prediction performance. As an extension to the basic AKF(C-D) approach, they also develop a parallel-filters procedure for estimating diffusion models when there is uncertainty about diffusion model structure or prior distributions of the unknown parameters.

EDITORIALS

Editorial: Issues and Opportunities in New Product Development: An Introduction to the Special Issue, JERRY WIND and VIJAY MAHAJAN, February 1997, 1–12.

From the Editor, VIJAY MAHAJAN, November 1997, 423.

Guest Editorial: Psychometric Methods in Marketing Research: Part II, Multidimensional Scaling, J. DOUGLAS CARROLL and PAUL E. GREEN, May 1997, 193–204.

FORECASTING

An Anatomy of a Decision-Support System for Developing and Launching Line Extensions, MORRIS A. COHEN, JEHOSHUA ELIASHBERG, and TECK H. HO, February 1997, 117–29.
See "New Product Development and Launch"

Editorial: Issues and Opportunities in New Product Development: An Introduction to the Special Issue, JERRY WIND and VIJAY MAHAJAN, February 1997, 1–12.
See "Editorials"

How T.V. Advertising Works: An Industry Response, DWIGHT R. RISKEY, May 1997, 292–93.
See "Advertising and Media Research"

Information Acceleration: Validation and Lessons From the Field, GLEN L. URBAN, JOHN R. HAUSER, WILLIAM J. QUALLS, BRUCE D. WEINBERG, JONATHAN D. BOHLMANN, and ROBERTA A. CHICOS, February 1997, 143–53.
See "New Product Development and Launch"

Integrated Product Design for Marketability and Manufacturing, V. SRINIVASAN, WILLIAM S. LOVEJOY, and DAVID BEACH, February 1997, 154–63.
See "New Product Development and Launch"

Kalman Filter Estimation of New Product Diffusion Models, JINHONG XIE, X. MICHAEL SONG, MARVIN SIRBU, and QIONG WANG, August 1997, 378–93.
See "Diffusion of Innovations"

The Moderating Effects of Problem Characteristics on Experts' and Novices' Judgments, MARK T. SPENCE and MERRIE BRUCKS, May 1997, 233–47.
See "Decision Research"

Resources for Research and Pedagogy on New Product Development Processes, VITHALA R. RAO, February 1997, 185–92.
See "New Product Development and Launch"

Software Tools for New Product Development, ARVIND RANGASWAMY and GARY L. LILIEN, February 1997, 177–84.
See "New Product Development and Launch"

Too Little, Too Early: Introduction Timing and New Product Performance in the Personal Digital Assistant Industry, BARRY L. BAYUS, SANJAY JAIN, and AMBAR G. RAO, February 1997, 50–63.
See "New Product Development and Launch"

INDUSTRIAL MARKETING

Advantages of Time-Based New Product Development in a Fast-Cycle Industry, SRIKANT DATAR, C. CLARK JORDAN, SUNDER KEKRE, SURENDRA RAJIV, and KANNAN SRINIVASAN, February 1997, 36–49.

See "New Product Development and Launch"

INFORMATION PROCESSING

Are the Parts Better than the Whole? The Effects of Decompositional Questions on Judgments of Frequent Behaviors, GEETA MENON, August 1997, 335–46.

The author investigates whether using a decompositional question (which decomposes an event into subcategories and elicits frequencies at the subcategory level) is effective in increasing the accuracy of frequency judgments elicited in consumer surveys. Results of a study show that the decompositional question makes the process of eliciting frequencies less effortful and enhances the accuracy of the elicited frequencies for frequent, irregular behaviors (i.e., occurring at sporadic intervals), but not for frequent, regular behaviors. Mediational analyses confirm that these effects manifest because the decompositional question triggers an episodic recall strategy, which enhances the efficiency of the judgment formulation process for irregular behaviors but interferes with the normal process for regular behaviors.

Consideration: Review of Research and Prospects for Future Insights, JOHN H. ROBERTS and JAMES M. LATTIN, August 1997, 406–10.

See "Brand Evaluation and Choice"

MANAGERIAL JUDGMENT AND DECISION AIDS

The Moderating Effects of Problem Characteristics on Experts' and Novices' Judgments, MARK T. SPENCE and MERRIE BRUCKS, May 1997, 233–47.

See "Decision Research"

MARKET ANALYSIS AND RESPONSE

A Feature-Based Approach to Market Segmentation Via Overlapping K-Centroids Clustering, ANIL CHATURVEDI, J. DOUGLAS CARROLL, PAUL E. GREEN, and JOHN A. ROTONDO, August 1997, 370–77.

See "Segmentation Research"

Pulling the Plug to Stop the New Product Drain, WILLIAM BOULDING, RUSKIN MORGAN, and RICHARD STAELIN, February 1997, 164–76.

See "New Product Development and Launch"

Statistical Data Fusion for Cross-Tabulation, WAGNER A. KAMAKURA and MICHEL WEDEL, November 1997, 485–98.

See "Statistical Methods"

Stereographic Visual Displays and the Three-Dimensional Communication of Findings in Marketing Research, MORRIS B. HOLBROOK, November 1997, 526–36.

See "Visual Representation of Data"

Surprising Robustness of the Self-Explicated Approach to Customer Preference Structure Measurement, V. SRINIVASAN and CHAN SU PARK, May 1997, 286–91.

See "Brand Evaluation and Choice"

Using Market-Level Data to Understand Promotion Effects in a Nonlinear Model, MARKUS CHRISTEN, SACHIN GUPTA, JOHN C. PORTER, RICHARD STAELIN, and DICK R. WITTINK, August 1997, 322–34.

The authors show analytically, empirically, and numerically through simulation that the estimated effects from linearly aggregated market-level data differ substantially from comparable effects that are obtained from store-level data. The magnitude of this difference renders market-level data largely unsuitable for econometric modeling, unless the marketing manager compensates for the bias resulting from the incompatible aggregation. The authors introduce a new approach, a relatively simple debiasing procedure derived from simulated data. They show that this debiasing approach results in substantially improved parameter estimates. They illustrate the value of the procedure by applying it to scanner data for powdered detergents and comparing the debiased parameter estimates to results obtained from store-level data and to results from an alternative aggregation method that maintains homogeneity for selected promotional activities.

MEASUREMENT

Are the Parts Better than the Whole? The Effects of Decompositional Questions on Judgments of Frequent Behaviors, GEETA MENON, August 1997, 335–46.

See "Information Processing"

Development of Family Triadic Measures for Children's Purchase Influence, CHANKON KIM and HANJOON LEE, August 1997, 307–21.

See "Children's Purchase Influence"

Reliability Assessment and Optimization of Marketing Measurement, ADAM FINN and UJWAL KAYANDÉ, May 1997, 262–75.

Different purposes of measurement reflect corresponding differences in marketing problems underlying the need for measurement. Reliability assessment in marketing, which is based on classical reliability theory, continues to focus on scaling of individual respondents and ignores other purposes of measurement. Besides the shortcomings in reliability assessment, the academic literature does not make any recommendations for efficiencies in scale *usage* by marketing firms in applied settings. Generalizability theory has long been identified as an alternative psychometric approach that can be applied to design efficient measurement and explicitly take into account differences in the purpose of measurement. The authors take a generalizability theory perspective to (1) reiterate the rationale for taking into account the purpose of measurement when assessing reliability, (2) propose a general method to optimize the design of marketing measurement in applied studies, and (3) conduct an empirical study on service quality measurement that illustrates the dual advantages of optimizing measurement and the generalizability approach to marketing measurement.

NEW PRODUCT DEVELOPMENT AND LAUNCH

Advantages of Time-Based New Product Development in a Fast-Cycle Industry, SRIKANT DATAR, C. CLARK JORDAN, SUNDER KEKRE, SURENDRA RAJIV, and KANNAN SRINIVASAN, February 1997, 36–49.

The authors study the impact of time-based product development on sustainable market share gains in a high-technology computer component industry. Three dominant firms, with international new product development and manufacturing facilities, have introduced more than 200 new products into this fast-cycle market in a five-year period. The authors systematically examine the leads and lags at critical stages of the product development process: concept generation, prototype completion, and volume production. Their main finding is that lead-time advantage affects market share positively, albeit differentially, at each stage. The benefit of lead-time gain is greatest at the volume production stage, followed by the concept generation stage. The authors also develop a new notion of *lead-time threshold*—a time period in which if a competitor catches up, no market share gain is achieved by the firm that introduces the product first. They endogenously estimate the magnitude of the threshold for each stage of the product development process, observing that a significant threshold is present at both the concept generation and volume production stages. Finally, the structure of the development process, which differs across the firms in the market, affords significant differential ability to catch up with competitors.

An Anatomy of a Decision-Support System for Developing and Launching Line Extensions, MORRIS A. COHEN, JEHOSHUA ELIASHBERG, and TECK H. HO, February 1997, 117–29.

For most firms producing fast-moving consumer packaged goods, line extension is central to their new product development (NPD) strategy. The authors present a decision-support system for managing the NPD process in this industry, which explicitly evaluates the financial prospects of new line extension concepts. The system developed is based on an in-depth analysis of 51 new product projects launched over a three-year period at a major food manufacturer. It embodies historical knowledge about the productivity of the firm's NPD process and captures some key research and development resource inputs that can affect this productivity. It also provides shipment forecasts at various stages of the NPD process and thus can be used at new product project review gates to evaluate line extension concepts systematically. Finally, the system also can be used to improve the practice of the NPD process by enabling

its users to take a product line perspective, using incremental sales evaluation, and by facilitating cross-functional and inter-project learning. Although the system has been developed specifically for a packaged food company environment, its underlying design principles are generic and applicable to a wide range of industries.

Deliberate Product Definition: Customizing the Product Definition Process, G. KALYANARAM and V. KRISHNAN, May 1997, 276–85.

The process of product definition, during which a firm establishes the product specifications, has a vital influence on the success of a product but has attracted little attention from researchers. Conventional wisdom stipulates that a firm should finalize its specifications early in the product development process. However, in industries facing rapid technological change, stiff competition, and uncertain customer needs, specifications set too early could become outdated by the time of market launch, thereby decreasing the product's benefits to the customer. The authors discuss an alternative approach, in which a firm delays commitment to product specifications and finalizes them just in time for the market launch after careful deliberation, thereby benefiting from the evolution of core technologies and customer preferences. Because such an approach introduces new managerial challenges, it would be appropriate only under certain circumstances. The authors develop a simple model of the product definition process that offers insights about how a firm should customize the process to suit its needs. They capture these insights as a managerial framework and illustrate them with industry examples involving the development process for laser printers and network test kits.

The Determinants of Japanese New Product Successes, X. MICHAEL SONG and MARK E. PARRY, February 1997, 64–76.

The authors report the results from a three-year study of new product development practices in Japanese firms. They develop a causal model of factors correlated with new product success. They test the model using data collected on 788 new products developed and commercialized by Japanese firms in the past four years. The "best practices" identified in this study suggest that Japanese new product success is positively influenced by the level of cross-functional integration and information sharing, the firm's marketing and technical resources and skills, the proficiency of the new product development activities undertaken, and the nature of market conditions. Cross-functional integration and product competitive advantage are two key determinants of new product success. The authors also discuss managerial and research implications.

Editorial: Issues and Opportunities in New Product Development: An Introduction to the Special Issue, JERRY WIND and VIJAY MAHAJAN, February 1997, 1–12.

See "Editorials"

The Effect of Project and Process Characteristics on Product Development Cycle Time, ABBIE GRIFFIN, February 1997, 24–35.

As global competitive pressure increases and product life cycles compress, companies are trying to shorten product development cycle times. The author investigates the relationship between the actual length of product development cycle times (in months) and several basic product development project strategy and process characteristics. The research quantifies how product development cycle times increase with increased product complexity and with product newness, how using a cross-functional team interacts with product newness in the way it acts to reduce cycle time, and how using a formal product development process interacts with product complexity in the way it acts to decrease cycle time. The findings suggest that using cross-functional teams is more important in projects in which less of the design is a carryover from a previous generation. Teams then had a large impact in reducing product development cycle times. In contrast, implementing a well thought-out process is more important in firms (or divisions of firms) developing complex products or services. The more complex a product, the more time a formal process eliminates from the development cycle.

An Exploratory Investigation of Organizational Antecedents to New Product Success, DOUG AYERS, ROBERT DAHLSTROM, and STEVEN J. SKINNER, February 1997, 107–16.

The authors present a model that suggests that integration between marketing and research and development (R&D), managerial controls, and relational norms influences new product success. The model is tested with a sample of 115 engineers and marketing personnel involved in 19 new product projects for a multinational computer manufacturer. The results indicate that managerial controls influence integration, relational norms, and perceived effectiveness. Integration between marketing and R&D fosters stronger relational norms, perceived effectiveness, and new product success. Relational norms enhance perceptions of effectiveness, yet they have a negative influence on new product success. The authors conclude with a discussion of the implications of these findings for best practice in new product research and application.

The Impact of Organizational Memory on New Product Performance and Creativity, CHRISTINE MOORMAN and ANNE S. MINER, February 1997, 91–106.

Arguing that organizational memory affects key new product development processes by influencing (1) the interpretation of incoming information and (2) the performance of new product action routines, the authors introduce four dimensions of organizational memory, including the amount and dispersion of memory. Data from 92 new product development projects indicate that higher organizational memory levels enhance the short-term financial performance of new products, whereas greater memory dispersion increases both the performance and creativity of new products. They also find, however, that under some conditions of high environmental turbulence, high memory dispersion actually detracts from creativity and has no effect on financial performance. Under conditions of low turbulence, high memory dispersion promotes higher levels of creativity and short-term financial performance. These findings provide some initial evidence that knowledge is not an unconditionally positive asset and suggest that developing and sustaining valuable organizational memory may require attention not only to the appropriate levels of memory but also to managing subtle aspects of memory dispersion and deployment. These results imply that if organizations fail to understand the subtle ways in which different features of organizational memory influence product development, they may fail to harvest the full value of organizational learning.

Information Acceleration: Validation and Lessons From the Field, GLEN L. URBAN, JOHN R. HAUSER, WILLIAM J. QUALLS, BRUCE D. WEINBERG, JONATHAN D. BOHLMANN, and ROBERTA A. CHICOS, February 1997, 143–53.

There is strong management interest in the use of multimedia stimuli to gather data with which to forecast consumer response to really new products. These vivid methods have high face validity and are attractive to top management, but they have only begun to be tested for validity. The authors evaluate one virtual representative called *information acceleration* (IA) that has been applied eight times to consumer and business-to-business products. They report on three test of validity—two internal and one external. The first internal test compares the ability of IA to represent a physical automobile showroom and salesperson. The second internal test compares the ability of IA to represent the interpersonal interaction of a medical technician with a physician when evaluating a new medical instrument. The external test compares forecasts, made in 1992 for a camera launched in 1993, with actual sales for 1993 and 1994. The authors also compare actual sales to forecasts modified for the actual marketing plan and for an unforeseen negative *Consumer Reports* article. Using real-world applications of IA as a basis, the authors conclude with a summary of the lessons that have been learned during the past five years.

Integrated Product Design for Marketability and Manufacturing, V. SRINIVASAN, WILLIAM S. LOVEJOY, and DAVID BEACH, February 1997, 154–63.

Using as a point of departure previous work in marketing on optimal concept selection that utilizes product attribute-based customer preference and product cost models, the authors consider the concept selection stage of a new product development process. They offer empirical support for the need to push beyond these models to more complete "customer-ready" prototypes before choosing a concept to commercialize. Although the correlations between attribute-based predictions, on the one hand, and customer acceptance and product costs, on the other hand, are significant and substantial, too much variance is left unexplained to rely on these models in isolation. This implies that more detailed design work should be performed on several concepts in parallel. The authors also provide an integrated approach for concept generation and selection that leverages the unique strengths of marketing, design, and manufacturing in developing successful products.

New Products, Upgrades, and New Releases: A Rationale for Sequential Product Introduction, V. PADMANABHAN, SURENDRA RAJIV, and KANNAN SRINIVASAN, November 1997, 456–72.

Network externality is an important consideration in many high-technology product markets. In these markets, consumers' expectations about the future installed base and the resultant externality benefits play a critical role in their product adoption decisions. The authors investigate the strategic implications of consumer uncertainty regarding network externality and show that a firm can credibly convey private information about future installed base through its new product introduction strategy. The authors initially consider a market in which consumers are homogeneous in their valuation of quality. They show that under complete information the optimal strategy entails provision of full (efficient) quality in the first period itself, providing any upgrade in the second period is suboptimal. However, under asymmetric information about externality, a high-externality firm provides less than full quality initially and then makes up for the quality differential through provision of an upgrade in the second period. Thus, underprovision of introductory quality (i.e., withholding quality) serves as a signal of high externality, and upgrades serve as the mechanism for implementation of the signaling strategy. The authors demonstrate the robustness of this result by extending the model to incorporate consumer heterogeneity in quality valuation. The additional insight here is that signaling entails sequential targeting of segments in addition to sequential provision of quality.

Product Development Cycle Time and Organizational Performance, CHRISTOPHER D. ITTNER and DAVID F. LARCKER, February 1997, 13–23.

The authors develop and test a simple conceptual model linking product development cycle time to organizational performance. Using data from two industries (automobile and computer) and four countries (Canada, Germany, Japan, and the United States), they find that faster cycle time *alone* is not associated with higher accounting returns, sales growth, or perceived overall performance. Stronger support is found for the hypothesis that some product development practices, such as cross-functional teams and advanced design tools, interact with accelerated product development to improve performance, whereas other practices, such as reverse engineering of competitors' products, suppress the potential benefits from lower cycle times. Finally, interaction effects for other organizational practices, such as customer involvement in the product development process and the extent to which new technology is obtained from external sources, appear to vary by industry.

Pulling the Plug to Stop the New Product Drain, WILLIAM BOULDING, RUSKIN MORGAN, and RICHARD STAELIN, February 1997, 164–76.

Although an important aspect of managing new product introductions is to recognize and quickly take action when a product launch has failed (i.e., "pull the plug"), senior managers in a new product launch setting tend to remain committed to a losing course of action. The authors investigate this issue with controlled experiments, using senior level executives as subjects. Their results suggest a strong bias toward continued commitment to failing new products. Consequently, the authors devise and test the effectiveness of five decision aids aimed at reducing this bias. Improving the quality of the information environment does not greatly reduce bias, nor does precommitment (at time of launch) to self-specified decisions rules. The most effective methods of reducing commitment to a losing course of action appear to be either precommitment to a predetermined decision rule or introduction of a new decision maker at the time of the stop/no stop decision. Of these two methods, the latter produces marginally less commitment to a losing course of action. However, none of the tested decision procedures completely reduces commitment to a losing course of action relative to the control condition.

Resources for Research and Pedagogy on New Product Development Processes, VITHALA R. RAO, February 1997, 185–92.

The author's purpose is to review various recent sources available for teaching and research on new product development (NPD) processes and identify some research and writing opportunities. For the educator, he identifies various sources to consult while designing a course on NPD, and for the researcher, he identifies emerging themes in the broad area of NPD. He focuses on selected books and monographs in this area.

Software Tools for New Product Development, ARVIND RANGASWAMY and GARY L. LILIEN, February 1997, 177–84.

Some New Methods for an Old Problem: Modeling Preference Changes and Competitive Market Structures in Pretest Market Data, ULF BÖCKENHOLT and WILLIAM R. DILLON, February 1997, 130–42.

Despite the enormous amounts of resources devoted to concept and product testing and the continued use of pretest market (PTM) modeling procedures, estimates of new product failures are still alarmingly high. The primary objectives of PTM modeling are to forecast the market share/sales volume of a new product and to determine the sources of new product share at the aggregate market level. The authors describe a new approach that is designed to provide a parsimonious description of competitive changes before and after a new product is introduced by identifying latent segments (i.e., groups of consumers) that vary in size and composition with respect to the relative preferences for a set of brands before and after a new product is introduced. Each latent segment represents a particular preference state characterized by a set of segment-level choice probabilities. The modeling framework is based on a class of dynamic latent class models that explicitly recognize two major types of preference heterogeneity: (1) heterogeneity caused by before-after changes in latent preferences for the brands (i.e., time-varying relative choice probabilities) and/or (2) heterogeneity caused by consumers changing their latent preference segment in response to a new product (i.e., time varying latent segment probabilities). As is demonstrated in the empirical application, the dynamic latent class models provide a comprehensive framework for understanding how a new product changes the competitive landscape.

Strategic Orientation of the Firm and New Product Performance, HUBERT GATIGNON and JEAN-MARC XUEREB, February 1997, 77–90.

The authors seek to understand which of three different strategic orientations of the firm (customer, competitive, and technological) is more appropriate, when, and why it is so in the context of developing product innovations. They propose a structural model of the impact of the strategic orientation of the firm on the performance of a new product. The results provide evidence for best practices as follows: (1) A firm wishing to develop an innovation superior to the competition must have a strong technological orientation; (2) a competitive orientation in high-growth markets is useful because it enables firms to develop innovations with lower costs, which is a critical element of success; (3) firms should be consumer- *and* technology-oriented in markets in which demand is relatively uncertain—together, these orientations lead to products that perform better, and the firm will be able to market innovations better, thereby achieving a superior level of performance; and (4) a competitive orientation is useful to market innovations when demand is not too uncertain but should be de-emphasized in highly uncertain markets.

Too Little, Too Early: Introduction Timing and New Product Performance in the Personal Digital Assistant Industry, BARRY L. BAYUS, SANJAY JAIN, and AMBAR G. RAO, February 1997, 50–63.

The authors address the following key questions: (1) When should a firm introduce a new product? (2) What should its performance level be? and (3) How do the decisions of a competing firm affect a firm's timing and product performance decisions? The authors present a detailed case study of the initial competitors in the personal digital assistant (PDA) industry on the basis of which they construct a stylized game-theoretic model of entry timing and product performance level decisions in a duopoly. Situations in which the duopolists are symmetric as well as asymmetric in terms of their estimates of market size and product development capabilities are considered. When firms are symmetric, the authors show that an equilibrium exists when the firms enter at different times with different performance levels. In the asymmetric cases, the firm that has a higher estimate of market size enters first, as does the firm with a superior development process. The performance level decisions, however, depend on the sensitivity of demand to this variable. The results provide one explanation for empirical observations that market pioneers maintain their leadership in some cases, and later entrants eventually dominate in other cases. The authors then relate the model results to actual decisions in the PDA market, finding that Apple's Newton was "too little, too early."

ORGANIZATIONAL RELATIONSHIPS

The Effect of Project and Process Characteristics on Product Development Cycle Time, ABBIE GRIFFIN, February 1997, 24–35.

See "New Product Development and Launch"

The Impact of Organizational Memory on New Product Performance and Creativity, CHRISTINE MOORMAN and ANNE S. MINER, February 1997, 91–106.

See "New Product Development and Launch"

Product Development Cycle Time and Organizational Performance, CHRISTOPHER D. ITTNER and DAVID F. LARCKER, February 1997, 13–23.
See "New Product Development and Launch"

PRICING

New Products, Upgrades, and New Releases: A Rationale for Sequential Product Introduction, V. PADMANABHAN, SURENDRA RAJIV, and KANNAN SRINIVASAN, November 1997, 456–72.
See "New Product Development and Launch"

PROMOTION

Can Advertising Copy Make FSI Coupons More Effective? FRANCE LECLERC and JOHN D.C. LITTLE, November 1997, 473–84.
See "Advertising and Media Research"

Coupon Attractiveness and Coupon Proneness: A Framework for Modeling Coupon Redemption, KAPIL BAWA, SRINI S. SRINIVASAN, and RAJENDRA K. SRIVASTAVA, November 1997, 517–25.
The measurement of consumers' coupon proneness and the prediction of their redemption behavior is important to the evaluation of marketers' couponing programs. Although considerable attention has been paid in the couponing literature to the identification of factors that influence coupon usage behavior, relatively little work has been done to develop models that can help managers predict consumer response to specific coupons and design effective coupon promotions. The authors propose a model of coupon redemption that extends previous models of coupon usage by considering the joint effects of coupon attractiveness and coupon proneness on redemption, and does not require explicit measurement of these variables. Empirical application of the model shows that it correctly predicts redemption intentions for nearly 90% of consumers in a holdout sample and substantially outperforms a logit model that includes traditional measures of coupon proneness, coupon characteristics, and demographics. The proposed model also provides insights into consumer response to coupons that are not provided by the logit model. Overall, the model shows considerable promise as an aid to managers in designing coupon promotions and developing precision targeting strategies.

The Long-Term Impact of Promotion and Advertising on Consumer Brand Choice, CARL F. MELA, SUNIL GUPTA, and DONALD R. LEHMANN, May 1997, 248–61.
The authors examine the long-term effects of promotion and advertising on consumers' brand choice behavior. They use 8 1/4 years of panel data for a frequently purchased packaged good to address two questions: (1) Do consumers' responses to marketing mix variables, such as price, change over a long period of time? (2) If yes, are these changes associated with changes in manufacturers' advertising and retailers' promotional policies? Using these results, the authors draw implications for manufacturers' pricing, advertising, and promotion policies. The authors use a two-stage approach, which permits them to assess the medium-term (quarterly) effects of advertising and promotion as well as their long-term (i.e., over an infinite horizon) effects. Their results are consistent with the hypotheses that consumers become more price and promotion sensitive over time because of reduced advertising and increased promotion.

QUALITATIVE DATA ANALYSIS

Interpreting Consumers: A Hermeneutical Framework for Deriving Marketing Insights from the Texts of Consumers' Consumption Stories, CRAIG J. THOMPSON, November 1997, 438–55.
The author describes and illustrates a hermeneutically grounded interpretive framework for deriving marketing-relevant insights from the "texts" of consumer stories and gives an overview of the philosophical and theoretical foundations of this approach. Next, the author describes a hermeneutic framework for interpreting the stories consumers tell about their experiences of products, services, brand images, and shopping. An illustrative analysis demonstrates how this framework can be applied to generate three levels of interpretation: (1) discerning the key patterns of meanings expressed by a given consumer in the texts of his or her consumption stories, (2) identifying key patterns of meaning that emerge across the consumption stories expressed by different consumers, and (3) deriving broader conceptual and managerial implications from the analysis of consumer narratives. This hermeneutic approach is compared and contrasted to the means–end chains laddering framework, the "voice of the customer" approach to identifying consumer needs, and market-oriented ethnography. The author concludes with a discussion that highlights the types of marketing insights that can result from a hermeneutic interpretation of consumers' consumption stories and then addresses the roles creativity and expertise play in this research orientation.

REGRESSION AND OTHER STATISTICAL METHODS

Statistical Data Fusion for Cross-Tabulation, WAGNER A. KAMAKURA and MICHEL WEDEL, November 1997, 485–98.
See "Statistical Methods"

Using Market-Level Data to Understand Promotion Effects in a Nonlinear Model, MARKUS CHRISTEN, SACHIN GUPTA, JOHN C. PORTER, RICHARD STAELIN, and DICK R. WITTINK, August 1997, 322–34.
See "Market Analysis and Response"

RESEARCH DESIGN

Interpreting Consumers: A Hermeneutical Framework for Deriving Marketing Insights from the Texts of Consumers' Consumption Stories, CRAIG J. THOMPSON, November 1997, 438–55.
See "Qualitative Data Analysis"

Rethinking Market Research: Putting People Back In, GERALD ZALTMAN, November 1997, 424–37.
See "Consumer Behavior"

SCALING METHODS

Guest Editorial: Psychometric Methods in Marketing Research: Part II, Multidimensional Scaling, J. DOUGLAS CARROLL and PAUL E. GREEN, May 1997, 193–204.
See "Editorials"

A Parametric Multidimensional Unfolding Procedure for Incomplete Nonmetric Preference/Choice Set Data in Marketing Research, WAYNE S. DeSARBO, MARTIN R. YOUNG, and ARVIND RANGASWAMY, November 1997, 499–516.
Multidimensional unfolding (MDU) is one of the most powerful conceptual and methodological tools used in marketing for product positioning analysis. Unfortunately, the majority of the commercial software programs available for performing such analysis (especially nonmetric analyses) suffer from serious limitations including degenerate solutions, interpretation difficulties, lack of supporting statistical inference and model selection procedures, excessive number of parameters to estimate, requirements of full data sets, and difficulties with local optima. The authors propose a new parametric approach to nonmetric unfolding (PARFOLD) to extend methodological developments in the econometrics and marketing science arenas. The authors develop the technical aspects of the proposed procedure, including options for accommodating incomplete rank orders, constraints, and reparameterizations. Two marketing-related applications are provided: one deals with preferences for snack food items involving complete rank orders, and the second involves incomplete data in which students rank order Master of Business Administration schools in their consideration/application sets. Comparisons are made with existing nonmetric MDU procedures including ALSCAL, PREFMAP, and KYST with respect to several newly proposed diagnostic indices of solution degeneracy and positioning implications. Finally, the authors summarize limitations of the proposed model and offer directions for further research.

SEGMENTATION RESEARCH

A Feature-Based Approach to Market Segmentation Via Overlapping K-Centroids Clustering, ANIL CHATURVEDI, J. DOUGLAS CARROLL, PAUL E. GREEN, and JOHN A. ROTONDO, August 1997, 370–77.
Nonhierarchical partitioning techniques are widely used in many marketing applications, particularly in the clustering of consumers, as opposed to brands. These techniques can be extremely sensitive to the presence of outliers, which might result in misinterpretations of the segments, and subsequently to inferring incorrect relationships of segments to independently defined, actionable variables. The authors propose a general approach to market segmentation based on the concept of overlapping clusters (Shepard and Arabie 1979), wherein each pattern of overlap can be interpreted as a distinct partition. Both K-means and K-

medians clustering procedures are special cases of the proposed approach. The suggested procedure can handle relatively large data sets (e.g., 2553 entities), is easily programmable, and hence can be gainfully employed in marketing research.

New Products, Upgrades, and New Releases: A Rationale for Sequential Product Introduction, V. PADMANABHAN, SURENDRA RAJIV, and KANNAN SRINIVASAN, November 1997, 456–72.
See "New Product Development and Launch"

STATISTICAL METHODS

A Feature-Based Approach to Market Segmentation Via Overlapping K-Centroids Clustering, ANIL CHATURVEDI, J. DOUGLAS CARROLL, PAUL E. GREEN, and JOHN A. ROTONDO, August 1997, 370–77.
See "Segmentation Research"

Guest Editorial: Psychometric Methods in Marketing Research: Part II, Multidimensional Scaling, J. DOUGLAS CARROLL and PAUL E. GREEN, May 1997, 193–204.
See "Editorials"

Kalman Filter Estimation of New Product Diffusion Models, JINHONG XIE, X. MICHAEL SONG, MARVIN SIRBU, and QIONG WANG, August 1997, 378–93.
See "Diffusion of Innovations"

A Parametric Multidimensional Unfolding Procedure for Incomplete Nonmetric Preference/Choice Set Data in Marketing Research, WAYNE S. DeSARBO, MARTIN R. YOUNG, and ARVIND RANGASWAMY, November 1997, 499–516.
See "Scaling Methods"

Statistical Data Fusion for Cross-Tabulation, WAGNER A. KAMAKURA and MICHEL WEDEL, November 1997, 485–98.
The authors address the situation in which a researcher wants to cross-tabulate two sets of discrete variables collected in independent samples, but a subset of the variables in common to both samples. The authors propose a statistical data-fusion model that allows for statistical tests of association using multiple imputations. The authors illustrate this approach with an application in which they compare the cross-tabulation results from fused data with those obtained from complete data. Their approach is also compared to the traditional hot-deck procedure.

Stereographic Visual Displays and the Three-Dimensional Communication of Findings in Marketing Research, MORRIS B. HOLBROOK, November 1997, 526–36.
See "Visual Representation of Data"

Surprising Robustness of the Self-Explicated Approach to Customer Preference Structure Measurement, V. SRINIVASAN and CHAN SU PARK, May 1997, 286–91.
See "Brand Evaluation and Choice"

Using Market-Level Data to Understand Promotion Effects in a Nonlinear Model, MARKUS CHRISTEN, SACHIN GUPTA, JOHN C. PORTER, RICHARD STAELIN, and DICK R. WITTINK, August 1997, 322–34.
See "Market Analysis and Response"

STRATEGY AND PLANNING

Advantages of Time-Based New Product Development in a Fast-Cycle Industry, SRIKANT DATAR, C. CLARK JORDAN, SUNDER KEKRE, SURENDRA RAJIV, and KANNAN SRINIVASAN, February 1997, 36–49.
See "New Product Development and Launch"

The Determinants of Japanese New Product Successes, X. MICHAEL SONG and MARK E. PARRY, February 1997, 64–76.
See "New Product Development and Launch"

The Effect of Project and Process Characteristics on Product Development Cycle Time, ABBIE GRIFFIN, February 1997, 24–35.
See "New Product Development and Launch"

An Exploratory Investigation of Organizational Antecedents to New Product Success, DOUG AYERS, ROBERT DAHLSTROM, and STEVEN J. SKINNER, February 1997, 107–16.
See "New Product Development and Launch"

The Impact of Organizational Memory on New Product Performance and Creativity, CHRISTINE MOORMAN and ANNE S. MINER, February 1997, 91–106.
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Product Development Cycle Time and Organizational Performance, CHRISTOPHER D. ITTNER and DAVID F. LARCKER, February 1997, 13–23.
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Strategic Orientation of the Firm and New Product Performance, HUBERT GATIGNON and JEAN-MARC XUEREB, February 1997, 77–90.
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Too Little, Too Early: Introduction Timing and New Product Performance in the Personal Digital Assistant Industry, BARRY L. BAYUS, SANJAY JAIN, and AMBAR G. RAO, February 1997, 50–63.
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Understanding Cooperative Advertising Participation Rates in Conventional Channels, MARK BERGEN and GEORGE JOHN, August 1997, 357–69.
See "Advertising and Media Research"

SURVEY DESIGN

Are the Parts Better than the Whole? The Effects of Decompositional Questions on Judgments of Frequent Behaviors, GEETA MENON, August 1997, 335–46.
See "Information Processing"

VISUAL REPRESENTATION OF DATA

Stereographic Visual Displays and the Three-Dimensional Communication of Findings in Marketing Research, MORRIS B. HOLBROOK, November 1997, 526–36.
In their attempts to communicate with managers and other interested readers, marketing researchers frequently present complex findings in various sorts of visual displays. These diagrams, charts, maps, pictures, and other figures help elucidate the nature of the relationships and structural patterns involved. However, their ability to communicate is partially limited by their typical restriction to the two-dimensional plane of the printed page. As an aid to overcoming such problems, stereographic techniques permit the construction of three-dimensional representations whose vividness and depth provide greater clarity and enhance interpretability to strengthen the reader's grasp of key concepts. The author illustrates the stereographic approach to three-dimensional communication using general examples closely analogous to relevant applications in marketing research.

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